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ABSTRACT

This monograph suggests that many of the fundamental aspects of the design and delivery of education are changing radically. At the same time, three forces are converging to destabilize educational institutions: a new generation of learners is rewriting the rules of service, technology is opening new frontiers, and a new breed of competitors is changing the status quo. When structure, processes, roles or relationships are altered, there is a major impact. Whether a climate of excitement and enthusiasm or a climate of turbulence is created will depend to a large extent on how people choose to manage the change. This paper argues that tradition-bound belief systems are often at odds with change. The authors suggest open book management as a strategy to create a climate for change by sharing information. Change can also be instituted through systematic organizational development, through pockets of excellence that flourish alongside traditional operations, or by simply setting aside past practice and disrupting the status quo. The paper identifies four different types of change opposers and change initiators: the Fighters, the Watchers, the Helpers, and the Dreamers. The authors also offer suggestions for designing successful change, which include understanding the fundamentals, forging strategy, identifying champions, supporting information, and communicating success. (NB)

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